

Doctor of Economics
(international professional degree UNESCO),
Ph.D., assistant professor Davydovskij F.

Northwest Open Technical University, Saint – Petersburg, Russia

Ph.D., assistant professor Velichko E.

Saint - Petersburg State University.

College of Physical Education and Sports, Economy and Technology, Russia

Development of methodology of regulation in the theory and practice of the organization of work of employees

The natural course of development of the practice organization and management has led to the fact that one of the ways of organizing workers began to perform the fixation in certain documents of the most rational ways of performing work. The main conditions of transition to document-phase institutionalize the labor act, firstly, the need for ascertaining certain facts, actions, and secondly, the need to accurately capture and transmit information with a view to long-term storage, use and transmission and, thirdly, the inevitable clearance the activities of the business units.

Organizational design activities of employees of manufacturing companies in the form of structural formations (controls) makes it necessary to determine their status, structure, functions. However, in the implementation of a particular activity, the need has arisen in its regulation and subordinate to predetermined rules. These rules took the form of a document called "regulatory" and the process of organizational consolidation of workers, in document form is called the regulation of labor. The existing practice of organizing and managing a regulatory document refers to those in which the prescribed procedure for performing a certain activity.

Application Objects regulation as a way to institutionalize workers were not the same. Originally applied to the regulation of labor Labour Organization serv-

ants employed in public administration, then a way to institutionalize this work because of its high efficiency began to be transferred to the sphere of material production, where its original object becomes operational. The next step in the application of regulatory instruments was their application to the work of employees of enterprises; serving industrial organizations are the main object of the application regulation.

The main purpose of the regulation of labor is reduced to the regulation of the management of the enterprise, streamlining perform specific administrative operations, organizational consolidation of rational division of labor and, ultimately, to ensure the effective organization and coordination of work of employees; job training of new employees.

The need for regulation, in addition to the requirements of rational organization of labor, due to the human factor. The fact is that the possibilities of human memory are quite limited, so the improvement to ensure their work is related to the use of different methods and means, including the regulation of a special place, because it allows fixing the necessary rational interaction of various officials and departments. This is because the process of regulation of the labor of employees is closely connected with the study and development of a rational management technology, analysis and streamlining of information flows, with the distribution of powers and responsibilities within a particular organizational structure.

The regulation of labor exists in two forms:

1. A standalone institutionalize employees of the enterprise;
2. The regulation of labor in terms of organizational design of the enterprise.

Having two forms of regulation of labor caused by the existence of different ways of streamlining operations, and not an inherent characteristic of the regulation. In principle, regulation can exist outside the organizational design of the enterprise. This is because the company is a dynamic system whose elements are in constant development, and is therefore necessary to maintain a certain level of organization of the system. The main indicator of changes in respect of the staff turnover rate of the company is working contingent. In this situation, the main task

of regulation shifts towards job training, ie providing "entry into the position" of the new workers, attempts to give the current regulation of the nature of the design activity of workers do not bring the desired result (this is typical of the present stage of the development of regulatory documents). This is because the current regulation is selective (spot) and does not cover the activities of the entire system. Design activities of individual job positions without regard to their interaction with other causes that regulatory documents are transformed into a formal act. Regulation as a means of designing a rational activity of workers is possible only in conditions of organizational design activities of the entire system. On the other hand, organizational design itself cannot do without regulation.

The need for regulation in the process of organizational design is due to some specific features of the enterprise management systems. Any management activities flowing in any organizational form, presupposes the existence of rules for its implementation, as the activities of producer organizations in general, and control systems in particular, is normative. This is because the principal feature of such activities is the need for continual reproduction, which can only be done because of regulatory consolidation of activities. On the other hand, the control system is a hierarchical organizational structure, elements of which are job positions whose activities also is normative and is due to the place they occupy in the organizational structure of the enterprise.

The regulation of labor is an integral part of the process of organizational design - it enshrines developed design solutions and allows you to more effectively perform the process of implementation. Developed regulatory documents serve as a means of control over the process of introducing organizational project. However, the regulation is not only as the final stage of organizational design, it is used in its process, and the first as a research tool and then design tools activity of organizational systems.

The regulation of the labor of employees considered as a means of removing the above-mentioned disadvantages of organizational design: the final stages it

provides, among other things, the adaptation of employees to the new project requirements, removing thus the existing negative with respect to innovation.

Because of the regulatory process is a specific normative document durables fixing rules for the activities of employees, in so far and the process of regulation is part of the overall process of normalization of work in the enterprise. This raises a natural question - what is a part of - just one of the types of regulation, differing from the others in its facilities and means, or a particular stage of the overall process of normalization of work.

Any activity presupposes the existence of a certain system of rules for its implementation, standards, aimed not only at the results (for example, performance standards, maintenance), but also on the process of the activities (technology standards, norms of labor discipline). In other words, industrial organizations and without rules there cannot be.

Any norm is a model of the most effective activity, that is (recorded or not) about the objectives, means and results of operations. The rate is the result of a specific process modeling activities, but the rate is not any business model, and the model is the most effective (in terms of its subject) activities. Therefore, the next step is to compare the rate of generation of selected business model with others. Finally, the norm - it is such a model, which is designed to implement is not those who developed it, and other workers. This means that both sides (and the designer and performer) should be treat it uniquely. Hence, there is a third stage of generating rules, the essence of which is to achieve an authentic interpretation of the model on both sides of the normalization process. Thus, the entire process of normalization activities in the scientific organization of work consists of three phases:

1. Development of a model of the employee.
2. Qualification results.
3. Bringing the legal prescriptions to the performer.

Since the norm is a model of the most effective activities and the regulation of labor involves ordering a specific job management, ie determining how best to perform labor operations, it follows that all three phases of the process of normali-

zation of work is also carried out in the process of regulation of labor. This means that the regulation is not a general process step normalization and it is certain specific shape.

It should be noted, however, that rules and regulations do not apply to the behavior of people automatically immutable. On the contrary, their very structure - their inherent binding, compulsory nature - it is assumed that the employee cannot perform the desired action on it (in terms of such a possibility, appearing historically, and there are only guidelines). Thus, the specification as a way of determination of action includes its alternative.

In view of this alternative, there are sanctions. Norms and sanctions vary in the direction of its impact. If the norm - a requirement for the contractor, the sanctions - a prescription for the subject of management. At this point - binding sanctions as a norm (with respect to the subject of management) - usually do not pay attention. However, in our view, because of its analysis and can bring an objective character, objective origin of the norm - now it is its most important property of a declared. Thus, the rules are, on the one hand, the models of some of the activities and on the other - criteria for the implementation of the activities specific performer. Due to the hierarchical structure of the regulatory system of the enterprise standards serve as a model for the implementation of activities in relation to the subordinate employees, that is, the rate is the result of the work of subordinate employees modeling the subject of management. To direct the Executive rate acts as the procedural and business model. Norma appears as a criterion in evaluating the performance of activities subject to the Executive Management.

This implies that the full rate structure should include not only the business model, but also appropriate sanctions. Thus, the structure of any rule includes the following components: standard target, the activity standard, the standard score (ie the model of activity); activity-related sanctions, efficient sanctions.

Any model of the labor process can be described using such categories as the goal, the means and results of operations. Various combinations of these components and provide various types of rules. As noted, the hallmark of regulatory doc-

uments is that they necessarily fixed sequence and how to perform certain actions (ie ways of manipulating the activity). Therefore, provisions on the performance of such documents are not available, on the objective of the regulations they may be present, or may not. Therefore, considering the basic types of rules to regulate it can be attributed only to the second type of rationing. However, as in the regulatory system, there are types of derivatives; the regulation refers to a fourth type of rationing. All types of standards where there are regulations on the operations, the process of the regulation do not apply. Thus, the regulation includes two types of rules: / 1 / contain direct instructions on the means of action, ie, sequencing of the labor process and / 2 / containing provisions on the general thrust of activities.

Theory and practice has developed the following types of norms, in which the main requirement is the result of activities: normal time, the rate of development, the rate of service. The object of the application of these types of work rules in favor of workers of industrial enterprises. For most employees direct normalization methods cannot be used. To determine the number of these workers used aggregated calculations the number of employees of control functions that are performed by the indirect valuation methods based on consideration of factors that influence the size and the complexity of the work. Norms strength, manageability relations expenses for the maintenance of management form the basis for the development of staffing and used in solving problems of designing organizational structure. Institutionalizing the work of employees with a view to a more efficient organization by means of regulation of their labor.

The above leads to the following conclusions:

1. The regulation is a form of rationing of work because of regulations that will form an order and ways of doing business.
2. The difference in organizational and management activities, the implementation of which is the content of the labor of employees, to determine the boundaries of the application of the regulation. Since the regulation - a process of normalization activities, in its pure form, it applies only to employees, implementing management activities, and the possibility of regulation of the labor of employees in-

creases in direct proportion to the reduction of hierarchical levels, which is one or the other position. This means that to the greatest extent regulation applicable to the technical work of performers; in part - to the work of specialists and practically does not apply in its purest form to labor leaders.

3. One of the main features is the weakening of the labor leaders direct their regulatory activities. The value of the rules governing the go restricting labor force has been steadily decreasing, if the climb up the steps of the organizational hierarchy. On the upper levels of the hierarchy of rules, they disappear. The general rule becomes the liberation of man from the rules. Documentation of labor leaders is possible, but the emphasis in the normative regulation of their activities with the operational control is transferred to the target, ie, institutionalized labor leaders as the regulation is carried out only in form but in content is a specific form of self-regulatory.

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